

Spring 2010 PDC Classes

April Classes

BUILDING COMMUNICATION SKILLS: EFFECTIVE COMMUNICATION SKILLS

April 1 Helena

8:30 a.m. - noon

Investment is \$90 (Take the entire series on Building Communication Skills for \$380, a 33% savings) (discounts for multiple attendees from one organization)

During this intensive communication session, participants engage in a series of skill-building exercises to practice effective communication tools. These tools include active listening and giving effective feedback.

Participants' comments about "Effective Communications"

"I appreciated the opportunity to practice specific applications of communication."

"This class was effective in reminding me of the importance of listening and practicing good communication skills."

"I liked isolating the aspects of communication I need to work on."

"I liked the experience using open-ended questions."

"I gained new ways to improve my communications."

"I enjoyed it – Thanks!"

"I learned how to listen and how to ask questions for more clarification."

"Good self-evaluation of my skills."

"I feel I will be able to articulate more effectively to my clients – very worthwhile course."

"I learned how I can communicate better, and how my body language affects the way people listen."

"I enjoyed the group activities. I like being able to hear and share ideas."

"It was a good class. I liked the Listening Attitudes and Behaviors checklist."

"Seeing how my mannerisms can affect how others interpret what I am saying."

"Self understanding of my own abilities."

"Better appreciation of where I am as a listener and things I need to work on."

"I think this class will be helpful not only at work but also in every day situations."

"It brought things to my attention that I need to work on to communicate more effectively."

"Listening – how to give feedback to clarify what I think the speaker said."

"Positive tools to communicate better."

"I gained several things from this course: 1) how to be an effective listener, 2) paraphrasing, 3) what things I personally need to work on."

"Listening is a skill that can be learned."

"Looking at individual strengths, options, and strategies for bridging communication problems."

"This course has been very helpful understanding people's needs, and how to use better communication skills in and out of the workplace. Thank you for an interesting course."

BUILDING COMMUNICATION SKILLS: ON BECOMING ASSERTIVE

April 1 Helena

1 – 4:30 p.m.

Investment is \$90 (Take the entire series on Building Communication Skills for \$380, a 33% savings) (discounts for multiple attendees from one organization)

Participants will learn the four types of communication behaviors, and develop the tools necessary to use assertive communication to better express their views.

Participants' comments about "On Becoming Assertive"

- "This course related very closely to my work related experiences and was very insightful."
- "I'm anxious to go back to the job and home and use what I have learned."
- "Very informational and enjoyable."
- "Great class – fun and interesting. Very helpful. Thanks."
- "Thank you for the wonderful information."
- "Empowering! I have the ability to change my own actions as well as dealing with uncomfortable situation with others!"
- "This class was super – lots of interaction. I will highly recommend to others."
- "I liked the communications formula."
- "I felt that this was a most beneficial class."
- "Help on how to respond to conflict situation."
- "Distinction between passive, assertive, and aggressive."
- "Constructive ways to assertively address issues at work."
- "How to be assertive using the communication formula."
- "Great ideas how to address and request resolution of problems at home or in the workplace."
- "I discovered that often times I am too assertive and need to let the pendulum swing back to assertive."
- "Realizing that there is an appropriate time and place to be passive, assertive, or aggressive."
- "Remembering that all people have all different communication styles."
- "Applications for everyday life – even those seemingly impossible situations."
- "So applicable to my work? Thank you."
- "I gained a better understanding of communications styles and techniques."
- "Fostered a greater understanding of myself and how I communicate with others, and ways I can improve."
- "How to be assertive without being aggressive."
- "I liked the communication formula."
- "I gained a better understanding that you must choose the style of communication appropriate to the situation."
- "The communication formula will be helpful in preparing what to say."

BASICS OF MANAGEMENT

Starts April 7 Helena

8:30 a.m. – 4:30 p.m. each day

Investment is \$430 (discounts for multiple attendees from one organization)

This series involves those who are not now in a management position, but whom their agency sees as having leadership potential. Participants complete an assessment before the series and again following the series. Those who pass the post-assessment receive a recommendation that this training count as one-year constructive credit for supervisory experience or as a deciding factor when assessing substantial equally qualified candidates for a supervisory position. Classes will take place on these dates:

- **The Assignment April 7**
- **The Challenge April 8**
- **The Job April 13**
- **The Staff April 14**

- **The Problems** **April 21**
- **The Choices** **April 22**

Participants' comments about "Basics of Management"

- "This course was the most interesting, educational, and entertaining training I have participated in."
- "So practical, with hands-on tools and skill-building to help us do our jobs better."
- "This course was excellent. Going through the course made me aware of the many challenges a manager faces as part of the job."
- "The instructors of this course presented the material in a way that made the class fun to be in while learning."
- "I would recommend it to people not only thinking of becoming managers, but just for personal growth."
- "You guys did a great job presenting. I enjoyed the class."
- "What a wonderful learning experience. I really enjoyed the class."
- "The whole course was great and very insightful for me. I have been recommending this course to my colleagues."
- "The whole series was great! Thanks."
- "Many issues related to both job and personal relationships and self-knowledge. Great class!"
- "I felt this series was very eye-opening."
- "This course should be attended by anyone seeking to improve the working environment."
- "I learned a lot from this class. It will help me in my promotion."
- "All the courses were very informative and all the instructors were very friendly and knowledgeable. I will definitely be suggesting this course to others."
- "This course would apply even to those who do not plan to become managers if only to help them deal with the public and fellow employees through the course materials on personalities, use of humor, conflict, etc."
- "This class has been very helpful and timely! Thanks for all the help and ideas."
- "Very good course for those interested in becoming managers or those who are happy where they are and just more and develop new skills and strengths."
- "The course was great for a new and different perspective on management."
- "This course has given me the tools I need to feel comfortable in making the move to a supervisory position. Thank you."
- "Good course! Useful tools."
- "Overall the entire course was very informative. I learned a lot! Thanks."
- "This course will change my views on supervising other people."
- "This course is really good for someone who has not supervised people very often. I think it will help my relationship with employees."
- "Great course! It really helped me evaluate my interest and potential in management."
- "I truly enjoyed each session and have already found what was learned to be beneficial."
- "This was an excellent seminar. Every day was helpful and relevant. The discussions with peers were very helpful. I am very glad I had the opportunity to take the course."
- "The management series was helpful. I liked the small, diverse class. I like the concept of 'inclusion, control, and respect.'"
- "This course was very interesting and informative. I believe this will really help me and my organization move forward in a more positive manner. I will be discussing this course and what I learned with my supervisor."
- "This class was a great eye opener and also is a good step to learning about others."

"A true heads-up about being a supervisor in state government. Tons of things to think about."

"I loved this course, very eye-opening for me; I know what my bosses are going through every day."

"The whole course was very informative and I would highly recommend this course to others."

"This was good stuff. Thanks."

"I have never gotten so much out of a class before. Not only did it address how to be a good manager, it told me how and why to deal with things. Real life scenarios. Thank you very much."

"This was a very interesting course. I enjoyed interacting with other agency personnel and sharing ideas with them through out the class discussions. Very good class!!"

"I thought the series was very good. I got a lot of tips, resources, and information that I'll be able to use in my work."

"This gave me an overall understanding of what supervisors are responsible for and the associated challenges."

"I found the series very informative and helpful."

"The overall course was very good. I think most employees should attend just to understand how management works."

"This series was very helpful. I'd recommend it to anyone who is looking at management positions. Information and materials are very well done and helpful."

"Good course – lots of things to keep in mind. The hand-outs will be helpful."

"I have more awareness of what would make a good supervisor/manager for the State of Montana."

BUILDING COMMUNICATION SKILLS: WORKING WITH DIFFICULT COLLEAGUES

April 8 Helena

8:30 a.m. – 4:30 p.m.

Investment is \$118 (Take the entire series on Building Communication Skills for \$380, a 33% savings) (discounts for multiple attendees from one organization)

You can't hand-pick the people you work with. Very often, you come across someone who seems – to you, at least – difficult to deal with. This half-day workshop focuses on several types of difficult people, as well as providing tips on recognizing and coping with them. It also emphasizes the communication skills necessary to cope with all sorts of people and situations.

Participants' comments about "Working with Difficult Colleagues"

"I think this class shall be very useful. It was revealing and analytical."

"You think about all sides in how to deal with these people."

"How to work with, not against, difficult people."

"It gave me ideas on how to cope with difficult people."

"The different tactics that can be tried in dealing with co-workers."

"Opened my eyes that I need to be more patient and stop and think about how they are feeling."

"Finding out I need to be a better listener all the time, not just when I need to listen to solve a problem."

"Finding out that I might be part of the problem."

"It made me see things I do that aggravate a problem."

"Not to walk away, listen, and be patient."

"Learned about my style and how it differs from others."

"The best thing about the course was to recognize the characteristics of different people."

"More insight as to why I react the way I do to my 'difficult person.'"

"Better understanding of my role in conflict, and need for my own control."

"Identified my behaviors that let them take control or did not give them consideration."

"Recognizing the differences in people and their reactions."

"Our class opening discussed our communication styles and received options on how to deal with others."

"Plan, prepare, present."

"Great class. Film was fun."

"Different ideas on dealing with others and self."

"Self-evaluation was good. Seeing what I need to change so I am not a 'difficult' person."

"Ideas to deal with a 'know-it-all.'"

"Very worthwhile workshop. I am taking many good ideas back to the job site."

"Learning what to say and not to say."

"The best thing about the course was a look at my own 're-actions' towards certain people I have had issues with in the past. I have been treating them differently than others."

"Solid, concrete advice on how to handle difficult behaviors."

"Information about myself as a difficult person to deal with and how to identify ways to treat people I may be having problems with."

"I appreciated the 'Lens of Understanding' and the approach of changing our own attitude rather than changing others around us."

"I found the class both informational and enlightening."

"I enjoyed the class – loved the class interaction – came away with good insights and ideas."

"I feel this class should be mandatory for all employees because it makes you look at yourself and ask 'Am I difficult to work with?' and 'What can I do to change?'"

"You have to change your own behaviors because you can't change people the way you want them."

"This was super! I especially appreciated the specific things to say to the different personality styles – especially the negative ones."

BUILDING COMMUNICATION SKILLS: MALE/FEMALE COMMUNICATIONS

April 13 Helena

8:30 a.m. - noon

Investment is \$90 (Take the entire series on Building Communication Skills for \$380, a 33% savings) (discounts for multiple attendees from one organization)

Current research tells us that men and women grow up behaving in profoundly different ways, and connecting to others in profoundly different ways. This indicates that the two sexes are really trying to communicate across two different cultures. This workshop will look at these differences in the genders and in their communication styles. It will also discuss techniques to bridge these differences so that we all can understand and appreciate each other better. Bring your team members or your significant other!

Participants' comments on "Male/Female Communications"

"Greater awareness of differences between male and female cultures and its implications."

"How men and women think and their patterns of thought and process."

"This is one of the best training sessions I have been to."

"The knowledge of knowing the difference of each other. Knowing I can make it better."

"New language to discuss communication issues."

"Excellent workshop – good balance between presenters, enjoyed examples and humor."

"I'll be able to communicate better with my customers."
"Very good and enjoyable. Thank you!"
"I always enjoy PDC's presentations and always go away with more positive perspectives."
"Great class – opened my eyes!"
"Confirmation that differences are there and that both sides are valid."
"Good ideas to take back to the workplace. Good insight to supervisory problems"
"I was required to attend (and didn't want to). It was a much more enjoyable and learning experience that I expected. Enjoyed the humor."
"This was a very interesting class. It was well presented and talked about hard truth facts. It was great!"
"More awareness and understanding of the differences between males and females."
"Great class! Now if only I can put all I learned into practice."

BUILDING COMMUNICATION SKILLS: WIN/WIN COMMUNICATIONS

April 13 Helena

1 – 4:30 p.m.

Investment is \$90 (Take the entire series on Building Communication Skills for \$380, a 33% savings) (discounts for multiple attendees from one organization)

Win/Win is a frame of mind and heart that constantly seeks mutual benefit in all human interactions. This course enables a cooperative effort toward common goals. Win/Win strives for agreements or solutions that are mutually beneficial and satisfying to both parties.

Participants' comments about "Win/Win Communication"

"I realized that different situations call for different responses and that time is needed for collaboration."
"This course was very appropriate for my needs."
"I appreciated learning the different approaches available to get to a win/win agreement."
"Better understanding and acceptance of a previous conflict resolution: become more open/aware of both sides for that particular situation and future situations."
"Good, useable communication tools. Thanks! It was a great learning experience."
"Looking at both sides with inclusion, respect, and control."
"The handout and the scenarios with the group were most helpful."
"Excellent handouts – very informative and easy to follow – they even make sense!"
"Learning and reminding me of things about myself that I didn't know and things I already know."
"I really enjoyed the experience and learned a lot overall!!! Thank you and I am going to use what I have learned in professional and personal life."
"Good course, important for State employees."
"Learned about communication strategies such as standing by beliefs without giving up the negotiation."
"Looking at the different styles of conflict management and seeing where I am. Importance of understanding other side's issues and objectives."
"Learning how to break down a situation for resolving."
"Learned that I need to be more flexible when strategizing for a negotiation."
"Helped build the skill to figure out the other's needs."
"Knowing the different styles so I can use them and knowing when to use them."
"Learning to see the other person's point of view."
"I gained the understanding that all conflict styles can be appropriate or inappropriate depending on the situation and my role in the conflict."

"Learned how important it was to agree on the subject matter."
"The best thing was the self-evaluation of conflict styles."
"Recognizing personality types – mine and others and how we interact."
"I appreciated the specific ways to work your response when unable to 'satisfy' your clients/customers."
"Lots of practical ideas to use."
"Seeing how to deal with different people in a positive way."

PRINCIPLES OF UPPER MANAGEMENT

Starts April 15 Helena

8:30 a.m. to 4:30 p.m. each day

Investment is \$430 (discounts for multiple attendees from one organization)

This six-part series is designed to strengthen and expand knowledge in crucial management areas for both the new and the seasoned middle manager. It addresses crucial areas for all program managers. Class schedule is as shown below:

Managing Projects	April 15
Managing Information	April 20
Managing Budget	April 27
Ethics	May 5
Managing Teams	May 11
Synthesis	May 12

Participants' comments about "Principles of Upper Management"

"I really enjoyed this series. I appreciated the opportunity to meet and learn from the other participants and the instructors."
"Different agencies presented different approaches to issues that created a new way of looking at things."
"I appreciated the interaction with others and the sharing of expertise."
"I appreciated the coverage of diverse issues involved in management and being with peers in other agencies."
"Awesome!"
"This series is very informative."
"Great background – this course helped me a lot starting out in a new management position."
"Great course! I enjoyed it and learned a lot of useful tools to help get through."
"I thought these sessions were very informative – I can see this helping me in the very near future for movement upward. Thanks."
"Great course!"
"All the information was very useful!"
"Thank you for your guidance and energy to make this class fun, interesting, and easily 'relatable' in the outside world."
"I gained an overall understanding of upper management."
"I liked the ability to participate freely."
"Great class! It will help in my career advancement."
"Over all I learned a lot."
"The overall course was time well spent. Excellent class."
"I thought the class was awesome! The class size was perfect; it facilitated great discussion."

"I really enjoyed the Principles of Upper Management. The items we covered were applicable to my managing my program. The instructors were effective in getting their point across. Now I just need to implement the ideas."

"I'm glad I took this course and was able to very easily bring it all together in my mind. The curriculum, exercises, and discussions were beautifully dove-tailed to conclusion. Thanks very much."

"Good class – I'm better prepared to move up the ladder."

BUILDING COMMUNICATION SKILLS: COPING WITH THE ANGRY PUBLIC

April 20 Helena

8:30 a.m. - noon

Investment is \$90 (Take the entire series on Building Communication Skills for \$380, a 33% savings) (discounts for multiple attendees from one organization)

"I don't want a bunch of red tape! I just want this problem solved!" Sound familiar? If you face the public, you often face citizens with complaints. And some of these people are angry – angry enough to say things that make you angry, too. This workshop focuses on dealing successfully with the angry public and handling the stress the encounter may cause.

Participants' comments about "Coping with the Angry Public"

"I thought this course was excellent."

"Very good, down to earth."

"Thought the class was very good – great ideas and exercises."

"The best thing was the importance of body language and not interrupting."

"This topic was very timely – thank you."

"I thought the course was very informative and fun. We had an excellent teacher."

If you have any questions regarding this invoice, please contact Janet Thornburg difficult situations."

"Good stress management ideas after a tough session with the angry public."

"How to defuse most situations, but realizing that you can't do it all the time."

"How to relate to the customer in a non-aggressive way."

"To be a better listener and don't take things personally."

"The value of silence in confrontation. Some different phrasing for things! I am already saying, 'I find it difficult ...'"

"Understanding the customers' viewpoints – restating what they shared."

BASIC PURCHASING METHODS AND ISSUES

April 22 Helena

8:30 a.m. to 4:30 p.m.

Investment is \$35

Procuring equipment and services for your agency can be a harrowing experience, if you don't have the right tools. This session covers procurement ethics, resources, levels of authority, and delegation. It also covers the procurement tools used for small purchases, limited solicitation, sole source, and sole brand.

Participants' comments about "Basics of Purchasing Methods and Issues"

"Better understanding of State Procurement and available resources."

"Gained the knowledge that our agency needs to do a better job with purchasing."

"Great training – very comprehensive."

"I liked the group discussions and the examples that explained the 'why.'"

"Better understanding on what I have been doing."

"Penny was great at explaining some difficult terms, lessons and teaching a difficult subject. Kept me focused and interested throughout the day."

"I gained an awareness of terminology, policies, and procedures for state purchasing and am now familiar with resources available to help ensure policies are complied with."

"Now I know that there is information on the web to help me answer more questions."

"I am new to this, so this class just gave me all of the knowledge and basics I need for my job. It helped out a lot. Thanks!"

"Good instructor, real examples, and discussion with students."

"Gained valuable knowledge of where to go for information for all aspects of purchasing, contracts, etc."

"Great overview and helped trigger areas to improve or tools to utilize."

"A lot of information and resources that will be use. Thanks."

"A good awareness and understanding of basic procedures and available resources."

"How the state process works and the laws it works through. Website to find information if I have questions."

"This is one of the best courses that I have taken and would send everyone in my Division that deals with contracts to it and the advanced RFP course."

"Where to go to find information was valuable."

"Appreciated the purchases to contract information."

"Excellent knowledge of material. Gave examples to clarify materials. Requested and encouraged class participation."

"Learning about items that require prior approval before buying and who to contact to get approval."

"Penny's expertise inspires and her availability is refreshing to agencies."

"The best thing was the website directions for access to available information."

"I was very impressed! I was skeptical that I would make it all day. It was actually great!!!"

"I realized our agency needs to tighten up on purchasing, contract practices, and procedures."

"Very helpful information. I gained an understanding of the purchasing process, threshold amounts, and forms required."

"I have a better understanding of State Procurement laws and rules and how to find more information on the correct process to procure services and supplies."

"Very comprehensive overview of state purchasing – lots of good information on where to go for more details."

ROBERT'S RULES OF ORDER

April 27 Missoula

1 – 4:30 p.m.

Investment is \$90 (discounts for multiple attendees from one organization)

There are some basic principles and procedures that apply to all decision-making processes, whether you are a manager trying to lead a work team or an officer in an organization trying to conduct a meeting. These principles and procedures are referred to formally as parliamentary procedure. The **Professional Development Center** will offer *Robert's Rules of Order*, one man's discussion of parliamentary procedure that has become the leading authority in most organizations today.

Participants' comments about "Robert's Rules of Order"

"Great handouts."

"I especially appreciated the 'cheat sheet'."

"I liked the handouts on the 'Summary of Motions'."
 "I liked the freedom to discuss real incidents."
 "I have a better understanding of how to run a meeting and how to use motions."
 "Wow!! What a fabulous learning experience! Very concise and informative. I appreciated that time spent on answering all participants' questions."
 "Entire content was very helpful. The instructor provided very good examples with applying content."
 "I have a new awareness of the importance of by-laws."
 "Great class! Thanks."
 "I appreciated the question and answer session."
 "I really appreciated the questions to ask for the Bylaws Review."
 "The basics of conducting meetings following established procedures; protocols and decision making options were valuable."
 "I learned methods for controlling meetings."

INTRODUCTION TO MYERS-BRIGGS TYPE INDICATOR

April 27 Helena

1 – 4:30 p.m.

Investment is \$105 (discounts for multiple attendees from one organization)

Anyone who seeks a better understanding of themselves and others should attend this half-day workshop. Using the Myers-Briggs Type Indicator, participants will develop a thorough psychological self-portrait and a deeper understanding of themselves and others.

Participants' comments about "Introduction to MBTI"

"How to work better with my co-workers."
 "Great class – would like to know more. Thanks"
 "Gaining insight into other's personality."
 "It was fun. Helped me to think about the other types in my life."
 "Found out more about myself and opposite preferences."
 "Wonderful – presented in a clear, fun manner."
 "Learned it was okay to be yourself."
 "I learned why some people see things differently than I do."
 "Understanding my type as a person and to see where other people are coming from."
 "Tools to work better with others."
 "Appreciation that people think and act differently and that is ok."
 "It was very interesting and I gained a lot of knowledge."
 "Provides a great tool for assisting in furthering personal growth."
 "I learned that people act according to their type preference and to recognize this preference to get along better."
 "Learned more about how co-workers react to situations."
 "Simply excellent!"
 "Discussion and breaking into groups and asking questions was very good."
 "Gained a better understanding of my coworkers and self."
 "Seeing the outcome for our work group. Reaffirming of my own type."
 "Understanding how others think/act/work/play made the course very interactive."
 "Very good to see the differences."
 "Affirmation of previous inner work."
 "Learning more about the people I work with and for."
 "Hearing from all involved in the class and now wanting to work with those different from me. I am very impressed with this course."

"Best PDC course I have taken. Kathy's approach is great, sensitive and understanding."
 "Insight into how to make the material helpful."
 "Learning how to relate with others despite our personality differences."
 "Learning my strengths and weaknesses for accomplishing my job."
 "Talking about how the information presented is applicable to our department and how we can improve on what we do."
 "We are all different yet work well together, how to adapt in the workplace."
 "I know have the material and information to better understand myself and the people I interact with."
 "I gained insight to the reasons why have conflict in the office and how we perceive one another."
 "Thanks! Good discussion, good insights into other's preferences and interactions."
 "I have a better understanding of my personality and how to interact better with my supervisor."
 "The best thing about the course was gaining an idea of different types of personalities and that is OK to be who you are."
 "I have a better understanding to why I am the way I am and to be okay with that."
 "It was surprising to see how the assessment really fit my personality. It will be very helpful from a management point of view."
 "It was very interesting to hear the interactions and discussions between co-workers."

MYERS-BRIGGS TYPE INDICATOR AND COMMUNICATION New!

April 28 Helena

8:30 a.m. - noon

Investment is \$97 (discounts for multiple attendees from one organization)

Clear communication is key to successful professional and personal interactions. However, you may not always take time to analyze how your natural ways of interacting affect others. Knowing your natural preferences and the preferences of others can enhance your ability to communicate. This workshop discusses the MBTI preferences and how they affect communications and how we can better understand, appreciate, and accommodate individual communication styles. "Introduction to Myers-Briggs Type Indicator" is a prerequisite for this class.

Participants' comments about "MBTI and Communications"

"Self-awareness and new ideas to deal with people."
 "Understanding of other communication types in my office."
 "A more in-depth explanation about how people with the different styles act and react to situations."
 "Understanding that quiet/introverted types actually are engaged in discussion."
 "Great class discussions."
 "Understanding co-worker's perspectives."
 "Increased my knowledge of personality and communications."
 "Learned more about how to communicate with my co-workers without judgment."
 "I liked this course very much. The format was great and useful. Good discussions."

MYERS-BRIGGS AND CONFLICT RESOLUTION

April 28 Helena

1 - 4:30 p.m.

Investment is \$97 (discounts for multiple attendees from one organization)

Conflict is inevitable in human relations, but many of us are uncomfortable in conflict situations. This workshop uses the concept of psychological type to understand how individuals may react differently to conflict. We use this understanding to better strategize our conflict approach, communicate during the conflict, and resolve the issues. "Introduction to Myers-Briggs Type Indicator" is a prerequisite to this course.

Participants' comments about "Myers-Briggs and Conflict Management"

"Personal insight and insight on how to work better with others."

"Awareness of how other people think about and perceive various situations."

"Ways to relate to others."

"This was the most entertaining, highly interactive and fun training to date!"

"Interesting material. Good to have objective material to point out 'blind spots.'"

"Increased my understanding of myself and other's approach to conflict 'blind spots.'"

"I gained increased awareness of the other personality attributes to better navigate through conflict."

"I gained a better understanding of how I approach conflict situations and how that differs from the range of approaches."

MEETING-FUL MINUTES

April 28 Missoula

8:30 a.m. – noon

Investment is \$90 (discounts for multiple attendees from one organization)

Do your hands cramp up at the thought of recording meeting minutes? Do you question what information you should record and what you should leave out? You're not alone. This half-day workshop will give you the tools needed to take effective notes and to write meaningful minutes.

Participants' comments about "Meeting-ful Minutes"

"This was a great course. Very interactive, which helps immensely."

"Great ideas and experiences shared were very helpful."

"Excellent instructor, very helpful!"

"Wonderful presentation, lots of resources, and useful information."

"Validated what I currently do and gave me tips for improvement."

"Lots of ideas for me. Cornell system is very interesting."

"Templates are very valuable."

"Group discussion on individual short cuts. I gained some GREAT ideas by hearing what works for others."

"I found setting up forms and abbreviations helpful."

"New tips on how to make my minutes more useful and the information easier to find."

"I found that I was not alone in my frustrations."

"I was given all kinds of helpful information and forms."

"Good ideas for formats, before meeting preparations, what to record and what to leave out, methods of recording."

"How to summarize better."

"This is one of the best workshops I have attended."

"Great ideas on how to organize minutes more effectively."

"Great Balance. Always appreciate having handouts as reference."

"Everything was to the point and informative. I was able to understand."

"Understanding what should be done before, during, and after a meeting to insure accuracy."

"I will highly recommend this course to all that I know it could benefit."

"I liked all the legal information and tips of 'grammar and punctuation' that has changed."

"This is one of most educational and clear classes I have taken."

"This was the best seminar I've attended all year! I like the small class and how organized the workshop was."

"Very informative. Note talking and especially releasing minutes to the public was valuable."

"Great class, very informative. Glad I came."

"I found this course very interesting. Incorporating some English rules is awesome. Jane knows here stuff and I would take a writing class taught by her. Thanks!"

"This class definitely defined the essentials of minutes and showed me what is legally necessary."

"I learned how to shorten my minutes, but still have them contain all the important information."

"I liked the clear rules about what to include in minutes and how they are best formatted."

"I appreciated the short cuts for taking minutes and the requirements of Public Notice of meeting and agenda."

"I found a lot of helpful hints and tips from this class that will be very helpful to me."

"Raised my level of confidence with regard to minute-taking."

"Know what to record" worksheet is very valuable."

"Entire class was very informative."

"This class was helpful in what should be in minutes. Answered a lot of my questions."

"All my questions were answered. Really enjoyed the class."

"Thank you – this was the first training in a long time that didn't make me yawn."

BASICS OF MANAGEMENT

Starts April 28 Billings
8:30 a.m. – 4:30 p.m. each day

Investment is \$430 (discounts for multiple attendees from one organization)

This series involves those who are not now in a management position, but whom their agency sees as having leadership potential. Participants complete an assessment before the series and again following the series. Those who pass the post-assessment receive a recommendation that this training count as one-year constructive credit for supervisory experience or as a deciding factor when assessing substantial equally qualified candidates for a supervisory position. Classes will take place on these dates:

- **The Assignment April 28**
- **The Problems April 29**
- **The Challenge May 5**
- **The Staff May 6**
- **The Job May 11**
- **The Choices May 12**

Participants' comments about "Basics of Management"

"This course was the most interesting, educational, and entertaining training I have participated in."

"So practical, with hands-on tools and skill-building to help us do our jobs better."

"This course was excellent. Going through the course made me aware of the many challenges a manager faces as part of the job."

"The instructors of this course presented the material in a way that made the class fun to be in while learning."

"I would recommend it to people not only thinking of becoming managers, but just for personal growth."

"You guys did a great job presenting. I enjoyed the class."

"What a wonderful learning experience. I really enjoyed the class."

"The whole course was great and very insightful for me. I have been recommending this course to my colleagues."

"The whole series was great! Thanks."

"Many issues related to both job and personal relationships and self-knowledge. Great class!"

"I felt this series was very eye-opening."

"This course should be attended by anyone seeking to improve the working environment."

"I learned a lot from this class. It will help me in my promotion."

"All the courses were very informative and all the instructors were very friendly and knowledgeable. I will definitely be suggesting this course to others."

"This course would apply even to those who do not plan to become managers if only to help them deal with the public and fellow employees through the course materials on personalities, use of humor, conflict, etc."

"This class has been very helpful and timely! Thanks for all the help and ideas."

"Very good course for those interested in becoming managers or those who are happy where they are and just more and develop new skills and strengths."

"The course was great for a new and different perspective on management."

"This course has given me the tools I need to feel comfortable in making the move to a supervisory position. Thank you."

"Good course! Useful tools."

"Overall the entire course was very informative. I learned a lot! Thanks."

"This course will change my views on supervising other people."

"This course is really good for someone who has not supervised people very often. I think it will help my relationship with employees."

"Great course! It really helped me evaluate my interest and potential in management."

"I truly enjoyed each session and have already found what was learned to be beneficial."

"This was an excellent seminar. Every day was helpful and relevant. The discussions with peers were very helpful. I am very glad I had the opportunity to take the course."

"The management series was helpful. I liked the small, diverse class. I like the concept of 'inclusion, control, and respect.'"

"This course was very interesting and informative. I believe this will really help me and my organization move forward in a more positive manner. I will be discussing this course and what I learned with my supervisor."

"This class was a great eye opener and also is a good step to learning about others."

"A true heads-up about being a supervisor in state government. Tons of things to think about."

"I loved this course, very eye-opening for me; I know what my bosses are going through every day."

"The whole course was very informative and I would highly recommend this course to others."

"This was good stuff. Thanks."

"I have never gotten so much out of a class before. Not only did it address how to be a good manager, it told me how and why to deal with things. Real life scenarios. Thank you very much."

"This was a very interesting course. I enjoyed interacting with other agency personnel and sharing ideas with them through out the class discussions. Very good class!!"

"I thought the series was very good. I got a lot of tips, resources, and information that I'll be able to use in my work."

"This gave me an overall understanding of what supervisors are responsible for and the associated challenges."

"I found the series very informative and helpful."

"The overall course was very good. I think most employees should attend just to understand how management works."

"This series was very helpful. I'd recommend it to anyone who is looking at management positions. Information and materials are very well done and helpful."

"Good course – lots of things to keep in mind. The hand-outs will be helpful."

"I have more awareness of what would make a good supervisor/manager for the State of Montana."

ADVANCED PURCHASING METHODS AND ISSUES

April 29 Helena

8:30 a.m. to 4:30 p.m.

Investment is \$35

This session covers building, writing, opening, and awarding Request for Proposals, Invitation for Bids, and Requests for Information. It also focuses on advanced procurement issues such as leasing vs. buying, public access, protests, grants, and ethics.

Participants' comments about "Advanced Purchasing Methods and Issues"

"The best thing was the updates on policy changes and suggestions for vendor problems and possible solutions."

"Better understanding of tools and when to use them. Great job, Penny."

"Penny is an excellent instructor."

"The best thing was the updates on policy changes and suggestions for vendor problems and possible solutions."

"I now have a broader understanding of state process and documentation."

"I have a better understanding of the legalities and details involved in the RFP process."

"Well worth the time taken – will recommend it to others."

"Lots of good information."

"Penny Moon knows the material very well and presents with confidence."

"The best thing about the class was the insurance detail information and where liability could fall – State vs. contractor."

"I gained additional knowledge of purchasing issues, especially IFBs and RFPs, contract language."

"Filled in lots of blanks for me."

"Working knowledge and implementation and application to 'gray' areas."

"Open forum format used was a refreshing training tool."

"Explanation of legalities and wording was very understandable. Well presented."

"Penny does a great job giving examples!"

"Loved the course. Good information presented in a practical manner."

"Now I understand more of the reasons we do all these processes and the difference between IFB and RFPs."

"Lots of material, better understanding of the big picture."

"Lots of great examples – very helpful in seeing how it is applied."

DOCUMENTING DISCIPLINARY ACTION

April 30

Billings

8:30 a.m. - noon

Investment is \$90 (discounts for multiple attendees from one organization)

"If it isn't written down, it didn't happen." That is the basic principle of documenting disciplinary actions, and most managers know that. The legal and practical aspects of documentation can determine the success of discipline. This half-day seminar explores those aspects.

Participants' comments about "Documenting Disciplinary Action"

"The best thing I gained was the distinction between objective and subjective information. Great! I will highly recommend it."

"The best thing I gained was the knowledge of correct procedures and learning not to 'label.'"

"The best thing I gained was how to differentiate petty from the real and the exercise on subjective vs. objective, specific vs. general, direct vs. indirect."

"John did an excellent job presenting the course. He brought up a lot of good points that I need to do that I'm presently not doing. I appreciated the discussion of the difference between informal and formal documentation."

"As a fairly new supervisor, this information nicely prepares me to begin documenting from the beginning."

"I am going to recommend this workshop to the other government official I work with."

"The training provided concrete information which I can use immediately."

"Well done – held my interest. Pertinent and timely."

"Presentation was well paced and handout was easy to follow and had room to make my own comments."

"Best presentation I have attended in a long time."

"I would recommend this class to anyone who is a supervisor."

"I enjoyed this class, I feel it was very informative and that the information will help me tremendously as a supervisor."

"Very timely and interesting. Thank you!"

"Learned some good specifics; must 'do's" for future reference."

"Learned not to be afraid to document, that it's better to do it than not do it."

"A lot better understanding of how to go through the documenting process."

"Good course. Good instructor. Very well presented."

"The course helped to see when and how documentation can be used. Also, what should and should not be said."

"Importance of documentation and good tips on how to do so. Thanks."

"This class was very informative."

"Reinforced frequent, routine documenting in our notes."

"As a new supervisor, it allowed me the opportunity to gain insights into what is and what is not acceptable."

"I liked the examples of the letters and documentation checklist."

"Learned that I must document on all employees and need to record positive behavior as well as problems."

"Great examples of current and past legal cases."

"Reminder that documentation is also useful for appraisals."

"Ideas about how and what to document."

"John is very knowledgeable. I always go away feeling like the training is worthwhile."

"Excellent course. I will recommend this to all of my co-workers."

"Examples were very valuable."

"Practice, good, wise, reminder, new stuff and idea, glad I came."

"Importance of separating facts from assumptions."

"Well planned and presented."

"Great material; clear, excellent information –great pace; checked for our understanding. Super class!"

"Tips on making this a routine part of your week."

"A better understanding of rules/laws/policies regarding documentation of discipline."

"Reinforced importance of 'good' documentation."

"What is usable or useless in documentation."

"Keeping records, both good and bad, is important."

"Importance of objectivity and ongoing clear communications, with emphasis on prevention."

"Fun presentation with lots of knowledge and examples shared with us. Thanks!"

"Importance of documentation and dispassionate observation."

"Development of a process that I can start, to help me become a better supervisor by not just focusing on the negative."

"I liked the idea of a 'drop' file and the difference between formal and informal documentation."

"Great ideas of methods to implements with staff as prevention measures to avoid discipline problems."

"Learning how to document and to be specific."

"I have a better idea of how to stay on top of issues and the proper course for formal action."

"I gained the ability to distinguish what is proper and improper to document and that supervisors should constant both positive and negative actions."

"Outstanding class!"

"I appreciated the explanation of documentation levels and the differences between formal and informal documentation."

"Written examples of good and bad documentation were very helpful."

"Good tools and ideas to improve my ability to work with my employees."

"Specific examples from case histories, good handouts for future reference, memorized phrases, and documentation checklist."

"Very good information about documentation and a much more concise idea on how to handle supervision."

"For me, the difference between job performance and job conduct was important. This was an incredibly practical training. I am very pleased with it."

"I appreciated the ideas to make this part of managing 'less painful' and stronger."

"Real practical advice on how to proceed forward."

May Classes

BEGINNER POWERPOINT 2007 PRESENTATIONS NEW!

May 4 Helena

8:30 a.m. – 4:30

Investment is \$118 (discounts for multiple attendees from one organization)

PowerPoint has become a staple of conferences, meetings, and trainings, but audiences are grumbling over presentations that look too much alike. In this hands-on course, participants will learn ways to design PowerPoint presentations skillfully and creatively in a laboratory setting. Please bring your presentation information and a thumb drive.

Participants' comments about "Beginner PowerPoint 2007"

"I have a higher comfort level using MS2007 PowerPoint. I haven't reached proficiency, but I'm improving.
I appreciated learning the capabilities of PowerPoint to make my presentations more interesting."
"I especially appreciated have time to experiment on my slide show."
"Tons of information!"
"It was very hands-on – I actually got to practice and apply my learning to my current work!!"
"I appreciated learning about all the options available in PowerPoint and getting the practical experience using them."
"I appreciated the individual attention."
"I had no experience with PowerPoint at **all**! I feel very comfortable with this now."
"The best thing about the training was learning the vast potential this program has. I was using about 2% of it."

MONTANA'S WRONGFUL DISCHARGE ACT

May 4 Helena

8:30 a.m. – noon

Investment is \$90 (discounts for multiple attendees from one organization)

Available for 3.0 CLE credits

The Montana Legislature uniquely addressed a major area of law -- it passed the Wrongful Discharge from Employment Act. The Act balances the rights of employers with protection for employees. It imposes important responsibilities on both parties. This course is appropriate for anyone who wants to learn about the Montana statutes and important case law interpreting them.

Participants' comments about "Montana's Wrongful Discharge Act"

"I have a better understanding of the wrongful discharge and laws and how they apply in which cases."
"Excellent reference to case law which helped me understand the act better."
"Working through the cases in the small groups was great to gain other's perspectives."
"The review of current cases law and case studies was great."
"Concrete examples of case law, applied to real life situations were helpful."
"The course materials provided a valuable synopsis of the various case holdings and distinctions made."

SUPERVISING PERFORMANCE IMPROVEMENT

May 4 Billings

8:30 a.m. to 4:30 p.m.

Investment is \$118 (discounts for multiple attendees from one organization)

One of the biggest challenges that supervisors face comes when an employee is not performing up to expected levels. Confronting the problem can be difficult because of uncertainty, defensiveness, lack of clarity, and conflict. Failing to deal with the problem only makes it worse. This workshop explores the tools needed to recognize, analyze, and address performance problems.

Participants' comments about "Supervising Performance Improvement"

"The best thing I gained from this course was an understanding there is a process with tools I can actually use in current situations. Great course!"
"Organized and logical presentation of material with lots of examples."

"Insight into things I do as a supervisor that can/should be changed. This should be mandatory for all supervisors."

"Very informative and valuable."

"The best thing I gained was the idea of keeping it positive and don't make it personal."

"Insight on how to stay on focus when dealing with personnel issues."

"I think long-term supervisors should take this class - refresh their memories and their ways of supervising."

"Learned to be specific about what is observed and communicate problems that way."

"Good ideas on approaching employees with performance issues and creating plans to resolve them."

"The AARP plan seems like an excellent tool to use. Very practical."

"The best thing was the two-minute challenge."

"I think this was a very valuable workshop, well worth the cost."

"Stressed the importance of documentation."

"Helped me understand more of what is expected of me."

"Very job related. Helpful hints were valuable."

"John gave a great presentation and made the information he shared with us understandable. It was information that I could take back and use immediately!"

"Interaction with other supervisors sharing of similar situations."

"This course gave me several tools to use that I'm confident will work and are simple to remember."

"I now have a better understanding of how to correct performance problems before they get out of control."

"I'm more confident and excited about coaching."

"I appreciated the ideas on supervisory log and better evaluation of performance."

"Truly care and listen even if you don't like or respect this individual."

"I thought the class was well balanced and interesting."

"This helped me think through the steps in the process of discipline and documentation."

"The importance of positive feedback. Outlined steps to take for a successful interaction in a difficult situation. I wish I'd had this class a year ago."

"Tools to assist me with problems with employees."

"Confidence with regard to handling a difficult employee. The ability to be comfortable and firm with the outcome."

"The details on how to approach and deal with a conflicting situation."

"I gained ideas on how to deal with employees who are not performing in a way that gets results without creating more problems."

"Outlining of communication and performance improvement tactics for addressing employees."

"I gained multiple strategies for communication and staying focused, and documenting performance at the time of occurrence."

"Once again PDC delivered a wonderful presentation the caliber of any other national training group. It kept us engaged the whole day."

"Good examples of feedback and new ideas for positive interactions."

"I appreciated the information on breaking the cycle of mistrust."

"A good insight on motivation and communication importance."

"Good job, professional, succinct, allowed good discussion."

"Thank you! I have more ideas as to how to handle situations and possibly avoid future problems."

"I liked the delineation between performance and conduct issues."

"The best think about the course was the proper and legal procedures of dealing with a discipline issue."

"I appreciated the real-life examples."

"This course cleared up some of my confusion about the requirements of progressive discipline."

I appreciated the information on how to begin the formal performance improvement plan and how to address problems in a more tactful way."

"Very good flow of information and examples."

"Good course and good practical, usable information."

"Lots of great info, kept our attention, right amount of humor."

"Great resources on performance improvement!"

"It was a good course, short and local. John gave us a bunch of good ideas and tools to use as supervisors."

"Helped me think about items from both sides of the coin (boss and employee). Better understanding of best ways to deal with some problems."

"The understanding of how to deal with and document employee performance – what is important, AND what is not."

"I appreciated the ways to rebuild trust and a the reminder to not only think but speak good feedback."

"I appreciated the progressive improvement plan. The group discussion helped me realize that emotion is not a bad thing."

"Understanding that I need to get employee's agreement as to the problem and their input as to its solution."

"This was very pertinent to supervisors. Lots of examples and good use of time."

"Reinforced the idea that it makes more sense to acknowledge the positive."

"I appreciated the coaching skills."

"Great course. Provided many workable skills and practices!"

I appreciated the steps to keep little problems from becoming big problems."

"I can use the flow chart, the coaching plan, and deflector techniques."

ELECTRONIC ETIQUETTE: E-MAIL AND VOICEMAIL NEW!

May 5 Helena

8:30 a.m. - noon

Investment is \$90 (discounts for multiple attendees from one organization)

With concerns ranging from privacy, security, freedom of speech, confidentiality, and honesty, it is more important than ever to understand and observe guidelines of e-mail and voicemail etiquette. This workshop discusses how to convey a professional image and communicate what is intended while avoiding misunderstandings.

Participants' comments about "Electronic Etiquette"

"This should be a mandatory class for all state employees."

"I gained a better understanding of the e-mail process and uses which will be good for everyday."

"General information on e-mail and the case studies were great."

"This class stressed the importance of professionalism and the contrast between written communication and face-to-face communication."

"I will be more aware of how I am using my words and equipment."

INITIATING AND NAVIGATING THE RFP PROCESS

May 6 Helena
8:30 a.m. to 4:30 p.m.
Investment is \$35
Available for 5.5 CLE credits

This seminar will benefit anyone with actual or potential responsibility for developing, soliciting, and evaluating Request for Proposals (RFP). It will identify when to use the RFP process, how to establish proposal requirements, criteria, evaluation committees, proposal conferences, negotiations, and proposal awards and monitoring.

Participants' comments about "The RFP Process"

- "Made me rethink using IFB (Invitation for Bid) process instead of RFP for pending contract at our program."
- "I learned how to handle evaluations and meetings to make sure everything is fair."
- "I feel confident to do the RFP I'm planning. This was one of the best trainings I have ever attended."
- "I appreciated going through the RFP steps with great description. Penny took the 'fear' out of the process."
- "The openness of the forum was a great learning process over all."
- "I now have a better understanding of the scope."
- "Great reference materials. I have more confidence in my approach to RFP/contracts."
- "The best thing about the course was going through the whole process."
- "Insight into the best way to formulate RFPs while mitigating risk."
- "This was a great clarification on things that I see on a regular basis, but may not have fully understood its impact."
- "Excellent course. Thank you very much!"

ESSENTIALS OF MANAGEMENT

Starts May 13 Helena
8:30 a.m. – 4:30 p.m. each day
**Investment is \$560 (\$100 discount if all classes are attended as scheduled;
discounts for multiple attendees from one organization)**

This eight-part series addresses the needs of the first-line supervisors. It is an excellent program for new supervisors, and it will challenge seasoned supervisors and mid-level managers. Topics include teambuilding, performance management, long- and short-range planning, discipline handling, and legal issues of management. Each session runs from 8:30 a.m. – 4:30 p.m. Class schedule appears below.

- **Leading May 13**
- **Planning May 19**
- **Developing 1 May 26**
- **Developing 2 May 27**
- **Controlling June 3**
- **Protecting June 8**
- **Building June 16**
- **Synthesis June 17**

Participants' comments about "Essentials of Management"

- "Excellent series. I would strongly recommend it to any supervisor. We have already applied many things."
- "I thought that this was a great course! Lots of helpful information, excellent instructors."
- "This was a very good training. I feel I've learned a lot in only 8 days."

"I gained a great amount of information. I would highly recommend this course to others. I feel it was the most beneficial training I have attended while working at the state for the last 4 years."

"Lots of information to apply to my supervisory style."

"Wonderful class!"

"Enjoyed all the courses. Great job – Synthesis pulled everything together."

"Overall an excellent course – very practical to every day job issues."

"I think this course has been very helpful and informative. Great job! Thank you!"

"Although I've taken a lot of management theory, this was very pragmatic. Specifically looking at new supervisor situations."

"The whole course was very valuable for me. It answered many of my questions."

"I learned how to deal with different personalities, management procedures, and implementation techniques."

"Very good class presentation, would highly recommend it to anyone. Helped me to learn more about other state agencies."

"Great Class – very worthwhile."

"EOM was a very interesting class. I enjoyed it very much and learned a lot. I feel this could be beneficial to everyone."

"Clearly the most valuable to me was the exchange of information and ideas from the other participants."

"Overall great course – I like the variety – multiple instructors, interaction."

"Found ideas I could use from each day."

"Very good class. Learned a lot and gained much information from other students."

"Exchange of ideas from different perspective is great!"

"Great real world examples and discussion."

"Thank you for the great class!!!"

"Good course – heavy time commitment but well worth it."

"Everything is pertinent to the job. Excellent management tools."

"I recommend this course to anyone interested in management. Excellent course content, group activities, and instructors. I think you've done a great job of fine tuning this course."

"The course was very informative, well organized and presented."

"I felt the whole course was well designed and presented. I learned a lot and the course reinforced much of my personal philosophies about management and dealing with people."

"This was a wonderful class. I wouldn't change anything."

"I think every employee would benefit from attending this training. Even if they are not interested in taking a management position, they could gain valuable insights."

"Great ideas presented, especially through the class discussion."

"This training has been of enormous assistance in providing me with the skills to perform my job more effectively."

"The exercises were great. The course was very thorough and useful."

"This was a wonderful course!"

"This class was very interesting and informative. I appreciate the common sense format. It was easy to apply the concepts to my day-to-day activities. Thanks!!"

"This course provided a good overall presentation of information that will be helpful to me as a manager."

"This course has provided a variety of tools for me to use as a new manager. The instructors were insightful, knowledgeable, and helpful. My classmates were wonderful! What a great experience. Thank you."

"This course gives a good overview of common problems and how to deal with them. As a group we got to discuss the issues and it is very helpful in managing these problems."

"The whole EOM series has been extremely helpful as I deal with reorganization and teambuilding issues at my workplace. Thanks for your good work and guidance."

"The various teachers and formats were good. I reviewed the entire course content today and appreciate how thorough it is."

"I loved the course!"

"The entire course was the best training I've ever been to."

"I was impressed with the course. I have suggested that more people from my company attend."

"This class is absolutely necessary to all supervisors, managers, and administrators."

"Very good information. Should be required for all new supervisors."

"The overall course has been very informative, interesting, open, and a great package of tools that can be applied to using different approaches in management."

"Good class. Thought-provoking."

"Best training I have ever been to! Well worth my time and the cost. I will recommend it to others."

"Highly recommend EOM for every manager, it should be required for all managers every 5 years!"

"I think the whole course was well organized, very professional, and highly educational. I have already used some of the tools and techniques and have plans to use others as well."

"This course opened up a lot of ideas and ways to deal with the issues. I learned a lot in this course."

"I think this class will help me make me a better manager. I enjoyed it!"

"The whole program was extremely helpful in providing tools and practical information which can be applied in our workplace."

"Practical skills I can apply to make my management more effective."

"I now have the knowledge and ability to do my job correctly and with confidence."

"An excellent and well-presented course. Instructors are outstanding."

"Entire course was great!"

"The whole series was very informative and helpful to me bring a first-time supervisor."

"A lot of very valuable information in an easy to follow format that I can refer back to."

"This was an enlightening course. I did learn a lot. All the instructors are wonderful. Even got me to do role play which I really despise. Thank You!"

"The best thing I got from the course was how to apply management tools – discipline, planning, teambuilding – to my job. I have increased confidence as a supervisor. I'm glad I enrolled!"

"I learned to be a more effective manager. I have been told how by other people but this class opened my eyes in different ways."

"This course has increased my confidence of becoming a manager that is better prepared to deal with conflict and discipline."

"This is a wonderful course and I felt included in the discussion even as an 'I.'"

"Overall, well done, well laid out, good organization and excellent exercises. Discussions and practice exercises garnered good feedback."

"Time well spend. Ideally this series would be made mandatory for all employees with supervisory responsibility and optional to others who are seeking professional development."

"Overall 'Essentials of Management' is awesome."

"This was a very beneficial class for myself and I gained a lot of knowledge that I know I will be able to use."

"I am really enjoying the classes and don't want to miss anything! I've also spoken with other bureau chiefs who have taken this class too, and the unanimous verdict is that this is probably the best training any of us have ever had! It is correctly named "essentials ...". I wouldn't want to try to do this job with it!"

MEETING-FUL MINUTES

May 18

Helena

8:30 a.m. – noon

Investment is \$90 (discounts for multiple attendees from one organization)

Do your hands cramp up at the thought of recording meeting minutes? Do you question what information you should record and what you should leave out? You're not alone. This half-day workshop will give you the tools needed to take effective notes and to write meaningful minutes.

Participants' comments about "Meeting-ful Minutes"

"This was a great course. Very interactive, which helps immensely."

"Great ideas and experiences shared were very helpful."

"Excellent instructor, very helpful!"

"Wonderful presentation, lots of resources, and useful information."

"Validated what I currently do and gave me tips for improvement."

"Lots of ideas for me. Cornell system is very interesting."

"Templates are very valuable."

"Group discussion on individual short cuts. I gained some GREAT ideas by hearing what works for others."

"I found setting up forms and abbreviations helpful."

"New tips on how to make my minutes more useful and the information easier to find."

"I found that I was not alone in my frustrations."

"I was given all kinds of helpful information and forms."

"Good ideas for formats, before meeting preparations, what to record and what to leave out, methods of recording."

"How to summarize better."

"This is one of the best workshops I have attended."

"Great ideas on how to organize minutes more effectively."

"Great Balance. Always appreciate having handouts as reference."

"Everything was to the point and informative. I was able to understand."

"Understanding what should be done before, during, and after a meeting to insure accuracy."

"I will highly recommend this course to all that I know it could benefit."

"I liked all the legal information and tips of 'grammar and punctuation' that has changed."

"This is one of most educational and clear classes I have taken."

"This was the best seminar I've attended all year! I like the small class and how organized the workshop was."

"Very informative. Note talking and especially releasing minutes to the public was valuable."

"Great class, very informative. Glad I came."

"I found this course very interesting. Incorporating some English rules is awesome. Jane knows here stuff and I would take a writing class taught by her. Thanks!"

"This class definitely defined the essentials of minutes and showed me what is legally necessary."

"I learned how to shorten my minutes, but still have them contain all the important information."

"I liked the clear rules about what to include in minutes and how they are best formatted."

"I appreciated the short cuts for taking minutes and the requirements of Public Notice of meeting and agenda."

"I found a lot of helpful hints and tips from this class that will be very helpful to me."

"Raised my level of confidence with regard to minute-taking."

"Know what to record" worksheet is very valuable."

"Entire class was very informative."

"This class was helpful in what should be in minutes. Answered a lot of my questions."

"All my questions were answered. Really enjoyed the class."

"Thank you – this was the first training in a long time that didn't make me yawn."

PRE-RETIREMENT PLANNING

May 18 & 19 Miles City

8:30 a.m. to 4:30 p.m. both days

Investment is \$118 for those with a PERS system, \$182 for others

Spouses may attend free

Under the joint sponsorship of the Public Employee's Retirement Board and the Professional Development Center, this two-day seminar is intended for anyone within ten years of retirement. The seminar looks at the physical, mental, and financial aspects of retirement including Social Security and state retirement benefits, estate planning, diet, exercise, and the mental adjustment to retirement.

Participants' comments about "Pre-Retirement Planning"

"Best thing – financial insight and ability to plan for the future."

"It provides an excellent basis to plan retirement."

"Speaker made me rethink what I want to do with my assets."

"I'm glad that I attended this seminar. I am about ten years away from retirement and was given great ideas and strategies to implement them."

"This all was very good, very helpful to me and am glad I took part in it. Highly recommend it to anyone, even if they have a few years to go before retiring."

"Thank you for such an informative session."

"Cannot believe how much I've learned. All topics and info were excellent! Thank you."

"All instructors were excellent. I will encourage younger individuals to attend early in their careers."

"This was certainly worth my time."

"I appreciated the professionalism and preparedness of the speakers."

"This was the best training I've been to in 25 years of working for the state. This was very valuable. Thank you."

"This was one of the best workshops I have attended. Well worth my time. Thank you."

"Excellent two days of training! Very much appreciated."

"Thanks for a great two days of info."

"The workshop was great! I will definitely recommend this to co-workers to attend now, at least 10 – 15 years before retirement."

"It was such a good workshop – I will recommend it to all my co-workers. All the speakers were very good and informative. I applaud them all."

"Excellent program!! Well run – kept on time and on schedule."

"Excellent! An awareness of the issues of retirement and an idea of questions to ask and matters to resolve."

"Lots of good stuff I was not familiar with."

"All the instructors were very informative. Excellent presentations."

"Thank you for allowing significant others to attend this seminar."

"Awaken my need to check financial and health concerns."

"This seminar gave me a better idea of what I need to be ready to retire and gave me a more secure attitude."

"This was a very beneficial class. It gives you food for thought. I think people should attend this at an earlier stage in life."

"Good information on where to go for answers to questions."

"Great information to consider regarding retirement, and how we're impacted by our decisions."

"Great way to spend my time! Thank you for gathering together such a wealth of information! I'd highly recommend this seminar to others."

"Great day! Very useful. Good presentations."

"Excellent seminar. Worth every minute."

"All the speakers were terrific!"

"All the speakers were knowledgeable – very good course."

"All the speakers were very good. Enjoyed the seminar and it will be a big help as I decide how and when to retire. Thanks."

"This has been very worthwhile and will be extremely beneficial as I approach the next few years."

"Great workshop! I learned so much so I can make a good decision about retirement."

"Very informative, interesting, and important. I would recommend this seminar to anyone who is planning to retire soon. I wish I had taken it when I was younger so I could have been more prepared financially."

"Renewed my energy to live healthy, to make good choices, and to plan – very good information shared. Thanks!"

"I got answers to questions that I didn't even know I had."

"Gave realistic projections of retirement income (and expenses) – which is a shock for most people."

"Retirement with pre-planning is much more pleasant."

"Good coverage of all subjects. Good food for thought for financial planning."

"Answered many questions I've had and provided resources of where to go to get more information."

"This class offered a wealth of information. It exceeded my expectations. I came away with great tools for improving my retirement years."

"I took the seminar about 5 years ago and it was the best thing I ever did. Thanks"

RETIREMENT: BENEFITS OVERVIEW

May 20 Billings

8:30 a.m. – 4:30 p.m.

Investment is \$99

Do you know what your benefits will be in retirement? This one-day workshop will help answer your benefit questions and get referral information in these areas:

- Social Security benefits
- State of Montana Insurance benefits
- VEBA

- PERS benefits
- Deferred Compensation

Participants' comments about "Retirement: Benefits Overview"

"All of this was very well presented and very useful."

"Excellent presentation of valuable information. Competent, nice people doing presentations."

"Very helpful. Thanks!"

"Great job to all of you on this class."

"Everyone was excellent and gave much food for thought."

"I have a fuller understanding of the retirement process and the factors used for calculating the monthly benefit. Also have a better understanding of how Social Security works."

"Better awareness of what things to look into before retirement."

"I now have better insurance knowledge, how to calculate retirement amount, and websites for more information."

"I learned that I better get more organized in planning for retirement."

"I have much more knowledge of the detail and option of retirement."

"I learned I need to plan early and get your retirement information at least six months in advance."

"I now know that I need to make a list of monthly or yearly expenses."

"I received tools to be able to realistically plan retirement."

"Thank you! Very valuable."

"This seminar was incredibly helpful! The presenters were so knowledgeable!!! It was well worth the time, and I would encourage anyone to attend to gather needed information! Thank you!"

"This class at lots of information that I needed to know to retire,"

"All instructors were very well informed and able to respond to questions effectively."

"I learned the difference between membership and service credit in PERS and the flexibility of deferred comp."

"Social Security was a 'blind spot' in my knowledge – it was great to have information on that!"

"Great overview of the 3-legged stool, as well as many of the details of each area."

ADVANCED POWERPOINT 2007 PRESENTATIONS

NEW!

May 25 Helena

8:30 a.m. – 4:30 p.m.

Investment is \$118 (discounts for multiple attendees from one organization)

In this hands-on session, we will create backgrounds, customize graphs and text with animation, time slides, work with 3-D effects, group and ungroup graphics, work with brightness, contrast, and transparency for effect, use hyperlinks, insert sound and video, and compress files as well as discuss elements of design. Please bring presentation information and a thumb drive.

Participants' comments about "Advanced PowerPoint 2007 Presentations"

"I appreciated the opportunity to apply the skills we discussed."

"Everything was well-balanced."

June Classes

EFFECTIVE PRESENTATIONS

June 1 **1p.m. to 4:30 p.m.**

June 2 & 3 **8:30 a.m. to 4:30 p.m.**

June 4 **8:30 a.m. to noon**

Helena

Investment is \$210 (discounts for multiple attendees from one organization)

Anyone who wishes to improve his or her skills in public speaking and giving presentations to groups of all sizes will benefit from this 16-hour workshop. It takes the participant through the various steps necessary to develop and present effective public presentations. Each participant will be videotaped twice while making actual presentations.

Participants' comments about "Effective Presentations"

"Exceeded my expectations. I especially liked the videotaping and the feedback from other participants. Builds confidence and offers good pointers."

"Gained confidence; I'm less nervous. Personal video critique will help in future presentations. Comments helpful."

"Liked the speaking to adults and involving the adult learner."

"Very helpful – I learned what to do to be better prepared. The evaluations from the class member plus the instructors are of great value."

"Liked being made aware of fine tuning speeches, i.e., stance, use of visuals."

"I learned some very valuable tips. It's very helpful to see yourself on tape."

"A closer look at my flaws and tips on how to overcome them. A lot of balance and variety."

"Overall, very good course, built my confidence, gave me a lot of tips to help me in future. I will recommend it to others. Thank you."

"Different ideas and implementation of presentations. Ways to present."

"Very positive attitude. Enjoyed the class very much."

"Thank you for the class. The video taping helped me."

"Good, valuable workshop."

"I learned more self-confidence and tools to organize better."

"Great workshop – lots of practical information and tools."

"I will recommend this course to several at my office."

"Best PDC training yet!"

"I learned a lot of helpful techniques to present or to make my presentation more effective – wonderful class!"

"Video taping was an excellent tool."

"How to use nervous energy and make it productive. Really prepare and practice."

"This was one of the best classes I have taken – I would recommend it to everyone."

"Learning confidence and knowing your audience. The videotape worked wonderfully – I was very nervous at first."

"I am very pleased with this course and will let others know it is a great one."

"I am more self-confident after only three days!"

"I didn't look as scared or lame-brained as I felt – videotaping is not death!"

"I gained a trust in the abilities I already have. Presentations aren't so hard when you get out of your head."

"I think this has been a wonderful class!"

"I gained a lot of confidence regarding presentations. I was able to see where to make improvements and feel able to do so."

TEAMBUILDING

June 8 Helena

8:30 a.m. to 4:30 p.m.

Investment is \$118 (discounts for multiple attendees from one organization)

How employees interact ultimately affects the successful operation of every organization. Creating an effective team requires certain management skills. This one-day seminar on Teambuilding will include communication skills, developing team commitment, and team leadership. This seminar is intended for managers and supervisors involved in teams of employees, teams of equal partnerships, or in teams with their own managers and supervisors.

Participants' comments about "Teambuilding"

"I'd recommend this course enthusiastically."

"You can both build trust and have fun when developing teamwork"

"The group really enjoyed the class – they were open and sharing."

"The course was absolutely fantastic. It helped us face a lot of problems we had with honesty and depth."

"This has been the best class I've ever attended. Thank you so much."

"This is one of the best days I have had in a long time."

"Thank you very much – I really enjoyed this training."

"Learned valuable tools and skills in organizing and working with teams."

"Insight into my areas of strengths and weaknesses and ideas on how to work on both."

"Practical information for immediate use in my office."

"Team skills necessary for success of the team."

"Great discussion and exercises!"

"Learning the stages of team development."

"Learning that there are different definitions to the same terms."

"Understanding that conflict with others is OK as part of the teambuilding process."

"Issues that affect communications."

"Best thing was to remember teambuilding is a process: forming, storming, norming, and performing – keep moving forward."

"This is exactly what I needed to build a strong cohesive team to get ready for the legislative session."

MANAGING PERFORMANCE

June 9 Helena

8:30 a.m. to 4:30 p.m.

Investment is \$118 (discounts for multiple attendees from one organization)

Managing the performance of employees is the chief responsibility of a manager. This seminar overviews the tools and systems that managers can use to improve performance of their employees. Included in this seminar are elements of performance, legal requirements of performance management systems, and tools to improve the performance-management cycle.

Participant comment about "Managing Performance"

"Concise yet in-depth information which has helped de-mystify the evaluation process."

"Better understanding of how to use the tools."

"Pointers on communication and coaching."

"Time well spent. Reinforced many of my ideas; gave me specific tools and motivates me to be a better boss."

"How to make performance appraisal positive."

"Best practice exercise I've had!"

"Better understanding of people, their attitudes and performance."

"A very good and informative class."

"Clarifying differences between 'performance' and 'conduct'. Hints on making evaluations more of a learning tool."

"Good practice and information about the ever on-going process for evaluating performance."

"As a new supervisor this course gives me excellent ideas on how to start the PA process."

"The pre-appraisal process and planning portion was great."

"Understanding that you need measurable goals."

"Clearly defined processes and model."

"Great exercises and lots of real life examples."

"Better understanding of performance objectives and competencies. Like the what/how assessment and applicability."

"Useful reference materials."

"Learned more effective ways of presenting the appraisal to the employee."

"Reaffirmed the value of employee input into the system."

"Development of measurements and ability to quantify/qualify measurements was valuable."

"A better understanding of the performance system, and what elements are correct in giving a fair appraisal."

"I gained the tools needed to make my department more efficient and less stressful."

"A very well designed and implemented course."

"This was so applicable to my job – I know where our current system is weak and how it can be improved."

EFFECTIVE DISCIPLINARY ACTION

June 10 Havre

8:30 a.m. to 4:30 p.m.

Investment is \$118 (discounts for multiple attendees from one organization)

6.5 CLE credits

Employee discipline is the most difficult and complex duty of the supervisor. It requires a good knowledge of policy and procedure, as well as a delicate skill for face-to-face interactions. This workshop is for supervisors and managers who want to improve their ability to administer corrective action for rule infraction and chronic poor performance.

Participants' comments about "Effective Disciplinary Action"

"The overall course was very helpful. The handout material will be a good reference material."

"Great speaker, knowledgeable, very informative."

"Filled in some of the blanks of disciplinary procedure for me"

"Real world examples."

"Well organized, very practical & useful information"

"Instructor tied references with actual examples, clarifying intent."

"Handouts will be very useful. Good ideas presented even for an old time HR managers like me. Good humor, need it for this topic."

"Mr. Moore is very knowledgeable and did a fine job. His delivery was easy to understand and he made this course interesting."

"John did a fine job of presenting this seminar: mixed a little humor with a very serious subject and covered lots of info in a the short period allotted. Thanks."

"How to be very clear in what I write for documentation."

"Great examples of court cases."

"Ways to work with employee discipline. It was great."

"Humor was great. John is knowledgeable and set up a lot of good examples of situations."

"I learned that the discipline procedure does not have to be punitive; it can be positive for both the employee and the supervisor."

"Reinforced the importance of documentation and handling things in a timely manner."

"I really enjoyed this training. It was very informational and helpful to my supervisory position. This gave me a definite direction and plan to follow."

"I appreciated the opportunity to apply what was learned in the group practice activity."

"Great presentation."

"I liked the systematic approach to dealing with the disciplinary procedure and the checklist of items to think through before taking action."

"I gained new ideas and clarification on discipline issues."

"Better understanding of my role and the employee's role in correcting workplace problems."

"I gained ideas for managing employees to 'ward off' the need for disciplinary action."

"The best part of the seminar was the completeness of the information: legal, practical, emotional, encouraging, different methods of presentation."

"Great 'hands-on' information that I can use at my job."

"Loved the documentation information. I knew I needed to work on it but now I have some ideas."

"I appreciated the specific examples Mr. Moore used while presenting each topic. He also allowed for numerous questions and answer periods."

"Clear, precise (not meandering) plain everyday language – not governmental jargon!"

"Practical advice for complex issues without having to 'document' every little thing. Maintaining employee/employer relationship."

"John did an excellent job of sharing scenarios, problems and solutions."

"Good ideas about how and how not to proceed."

"The entire seminar was well done and met all my expectations - plus!"

"Very informative. This is no longer a mystery for me."

"I particularly appreciated the specific examples and sample verbiage one can use in a multitude of situations."

"This information was practical."

"Practical, usable step-by-step procedures. I liked the journaling ideas."

STATE ETHICS LAW

June 11

Havre

9 a.m. to noon

Investment is \$80 (discounts for multiple attendees from one organization)

2.5 Ethics CLE Credits

The statutory Code of Ethics applies to all employees of state and local government. It's important for all employees to know what it says. This seminar will provide an overview of the law in plain English.

Participants' comments about "State Ethics Law"

"John is always great – great humor, good knowledge, good trainer."

"A better understanding of where to look for and interpret ethics questions."

"John has good rapport and encourages open discussion among attendees. I never felt 'cut-off' in presenting ideas or viewpoints."

"Excellent overview of Montana ethics law and practice."
 "Very informative and interesting."
 "Succinct handouts outlining primary provisions of Ethics Law and great discussions on many 'hypothetical' situations."
 "Great class."
 "Good information covering a very misunderstood aspect of our jobs."
 "Excellent information."
 "Clear explanation of legal environment and how it relates to ethical environment."
 "This was a good overview of a complicated subject with enough lecture to get a basic grasp but focused on group work on case studies that really helped me understand the real-life application of the state ethics law."
 "One of the best presenters I have heard. Very interactive, helpful and interesting; he did a great job."
 "The best part was the insight into the specific laws pertaining to ethics."
 "This was my first exposure to state ethics laws and I enjoyed hearing about it."
 "Good analysis of stat ethics laws and the issues they raise in everyday work situations."
 "Discussion among participants was interesting and lively. Appreciated some clarification of law."
 "Very interesting and thought provoking."
 "Discussion of real life situations involving ethical issues."
 "Discussion was great! It clarified case law."
 "This class got me thinking more about ethical issues and how the code of ethics applies."
 "John does a great job engaging good discussion and encouraging group input."
 "I gained familiarity with various statutes addressing state ethical considerations."
 "Interesting discussions about real life situations."
 "It's not as black and white an issue as I thought. The legal discussions that influence decisions were enlightening."
 "Very good practical illustrations and discussion."

ALL KIDDING ASIDE: PREVENTING HARASSMENT

June 15 Helena

8:30 a.m. – noon

Investment is \$90 (discounts for multiple attendees from one organization)

Available for 3.0 CLE Credits

Harassment takes many forms, both blatant and subtle. A person's sex, race, national origin, age, religion, or political views may be the target of harassment. It is important that all employees understand what harassment is and how to prevent it.

Participants' comments about "All Kidding Aside: Preventing Harassment"

"Good discussion points, examining the aspects and complexities of different situations."
 "Very effective. Thank you."
 "I feel more comfortable in dealing with abusive behavior and language."
 "Very open and informative."
 "Input from the group helped shed new light on my perceptions."
 "Gave me a new perspective on several issues."
 "Concise guidelines as to what actually constitutes harassment."
 "Good discussion on communication styles."
 "Understanding gender differences that could lead to different interpretations."
 "Good examples that explained the legal language."
 "Learned the different forms of harassment."

"More awareness for potential problems."

"Gave me a better understanding of when harassment has actually occurred."

"Good, open environment which led to productive discussion."

"Think before you speak."

"How to recognize trouble when it develops and also how to take action. Great interactive class,"

"Definitions, boundaries, and courses of action to prevent harassment."

"I thought this was a very useful class – even if to just raise my own awareness of my behavior and how I might affect others."

"Differences between how men and women see things."

"Information on Montana statutes."

"John backed up key concepts with real-life case information showing applications of the law and outcomes."

"Good course – informative and presented in an enjoyable manner."

"John does a very good job presenting information. He's funny but serious."

"I personally find it offensive that I'm required to attend classes to cover the liability of the state!"

"Good food for thought."

"Differences between women's and men's outlooks on same circumstances. Awareness of liability issues."

"Very informative."

"John is a very good instructor with excellent balance in communication."

"Thanks – this was much less painful than everyone thought it would be."

"Group exercises helped make discussion of what could have been boring material fun."

"Learning the legal issues and processes when filing a charge was valuable as was the clarification on 'reasonable accommodation.'"

"The class has made me aware of some 'danger' zones and will help me in my new job."

"Very specific examples."

"The best part was the open format and questions answered."

"I learned a new approach to interacting in the workplace – more conscious of how my words, acts, and deeds affect others."

"The best thing was learning about differences in body language between men and women."

"A good reminder to be aware of others' feelings with all interactions."

"Real life examples were helpful."

"I liked the discussion and the examples. It makes it real."

"Lots of usual information presented in a way that was easy to follow. Enjoyed the examples and the humor."

"The best thing was learning the process for filing a complaint and recognizing the respect we should treat each other with – being reminded is certainly a benefit."

"I have a better insight into what actually constitutes harassment."

"I appreciated the insight to culture and perception of others."

"I realized that is important for management to take all information seriously and deal with complaints."

"The real life stories were great examples of the issues."

MEDIA RELATIONS

June 22

Helena

8:30 a.m. to 4:30 p.m.

Investment is \$118 (discounts for multiple attendees from one organization)

This day-long seminar is intended for anyone who has contact with the press. It addresses the rights and responsibilities of working with the press, and includes a video recorded press interview.

Participants' comments about "Media Relations"

"Great! Practice was excellent."

"Useful handouts."

"I appreciated the suggestions on how to develop better relationships with the media."

"The video test case provided the most valuable experience and I will use this technique for practice."

"The best thing about the course was the opportunity to view my video interview and critique myself using do and don'ts provided."

"Great all around course - enjoyed the video taping."

"News release information was very valuable."

"Learning how to set boundaries with the media; how to not answer questions and say no; what topics to avoid."

"Excellent. Well organized with sufficient time for questions and answers."

"The best thing about the course was the necessity to keep an interview within your control and how to accomplish this."

"The best about this course was learning how press releases and copy are edited."

"Learning how to organize a press release and perform an interview."

"The video segment was very useful - showed what you did well and what you could work on in terms of content, control, and presentation."

"I enjoyed the variety and gained some valuable experience. I enjoyed the presentation from Bob Anez and the change to be 'interviewed' on camera. It was very helpful and offered a real-life experience."

"I appreciated learning how to speak on camera and the media relations policy ideas."

"Good class! I learned how to work with the media and how to communicate positively with the media."

"Good handout materials and resources; practical exercise was great experience! Good to hear from Bob Anez and his personal experience."

CONTEMPORARY WRITING SKILLS

June 22 1 – 4:30 p.m.

June 23 8:30 a.m. - noon

Helena

Investment is \$118 (discounts for multiple attendees from one organization)

This ever-popular seminar is intended to improve professional skills in composing and revising prose, with an emphasis in punctuation, grammar, and style in contemporary use.

Participants' comments about "Contemporary Writing Skills"

"I suggest anyone in a position to correspond with others in a business sense should take this class."

"John's delightful humor helped the learning process."

"Made what could have been a boring topic most interesting."

"Everybody needs to take it."

"Very well prepared and presented."

"Delightful humor helped the learning process."

"Good humor and examples. It was fun!"

"Gave a great reference to review when needed."

"Courage to write simply. I know I can write complex material, and what good does that do?"

"It made me feel comfortable with communicating on a more simple level. Even when others in my group try to do the opposite."

"Great refresher for grammar skills. Also a big help to improve my memos and letters."

"Very good. You make a hard subject interesting and fun."

"Helped me sharpen my skills."

"The helpful hints will be useful in developing a simple sentence."

"I got a lot out of the class and found that others struggle with the same issues I have. Thanks."

"Great class, will use reference material in the future."

"This class combined information with application, making the information more memorable. Also, the presentation style was interesting and comfortable, with just enough humor to keep me awake! Excellent and worth my time."

"John makes learning fun and interesting."

"It was all very helpful; keep your writing simple and easily understandable."

"Very entertaining! If it's possible to make grammar fun, he did."

"Concrete tips on better writing and references to take with me."

"The course is a great review and presents contemporary usage."

"I feel that I can now at least put two sentences together and have them make sense."

"I gained a better understanding of grammar and punctuation."

"Thank you for making a painful subject relatively painless!"

"It was nice to hear an honest approach to all of the useless stuff I learned in high school and college."

"Very well done. Enjoyable, informative, and useful."

"Learned not to be scared to write and that everyone can proofread."

"Excellent instructor! Very helpful!"

"Good class, very informative, with tips that be used for all writing styles. Great reference handouts!"

"Great info on all aspects of course – style, grammar, and punctuation. Really enjoyed this course. Took away lots of useful information."

"The content and presentation was very direct and easy to understand."

"It was great to refresh on the different verb tenses and their proper use. I learned and 'remembered' a lot of things I had forgotten."

"Great Class! Very helpful. Instructor was excellent."

"Great resources to check the accuracy of my work. Good skills I seem to have misplaced in my schooling."

"All handouts extremely helpful."

"I gained skills reawaken that I have not used in years."

"This was a GREAT refresher. It has been a long time since I have done this."

"I'm glad I took this class."

"Thank you – well worth my time."

"The cheat sheets are grand – ever so practical!"

"The understanding that more isn't always better was helpful."

"We enjoyed this course – all department people appreciated the course and want to apply to our writing of letters."

"Practical knowledge, useful."

"I have tools to take back to work with me to use as reference when writing emails and grants."

"I realized that I have been writing incorrectly for quite some time."

"I appreciated the guidelines for attacking bad sentences. Sometimes I don't know where to start."

"Appreciated the review of style and writing at the end of the course."

"This course provided lots of good practical information. I will use this class every day in my job."

"I would like to take this course again in 2 or 3 years just to have a refresher."

WARM: WRITING ADMINISTRATIVE RULES OF MONTANA

June 24 8:30 a.m. to 4:30 p.m.

June 25 8:30 a.m. to noon

Helena

Investment is \$153 (discounts for multiple attendees from one organization)

Available for 10 CLE Credits

This workshop will explore the ins and outs of writing rules. The content covers the entire rulemaking process, from legislative delegation to replacement pages for ARM. It includes practical exercises on style, reasonable necessity, and responding to comments.

Participants' comments about "WARM: Writing Administrative Rules of Montana"

"Very interesting class; appreciate the stimulating and thought-provoking exercises."

"Provided material that will be relied upon."

"Best short course I've had. John is knowledgeable, great presentation skills, devotes energy to keeping it interesting."

"I now have the ability to go back to my job and have a beginning point and guidance of what and how to complete the task of writing rules."

"I have a better understanding of the legislative side of rule making."

"I appreciated the reference sources which are a foundation to build on."

"Better understanding of the process of writing ARM's and where to find information."

"Ability to write rules and follow guidelines to achieve the department's goals."

"I liked the work sessions. I like hands-on approach."

"The material in the packet will be useful when writing rules."

"I learned a lot of the "back office" end of rule writing which is exactly what I needed."

"Immediately useful."

"The best thing was the practical exercise in evaluating comments and drafting responses."

"Excellent course. Made a boring subject fun and interesting while actually learning."

"Good, focused discussions. Having the pertinent statutes, ARMS, and other documents available in one place for further reference was helpful."

"An excellent overview with usable reference information."

"A better understanding of the rule writing process including style, format, and content."

"John Moore's courses are always informative, educational, and entertaining. Thanks."

"I now have a greater level of confidence in writing rules."

"Great class – I would highly recommend to others."

"I have a much greater 'comfort level' as I approach the process of rule-making."

"Very, very pleased with the course."

"Overall an excellent course, very helpful in explaining the process of rule writing."

"Great class! Very informative."

"John did an outstanding job –great combination of knowledge, humor, and public speaking."

"I implement rules in my job, now I know where they started."

"Starting from scratch was very informative."

"I appreciated the tips to create a valid rule."

"John made the course interesting and kept us thinking."

"The best thing about the course was the overview of the entire process, the time frames and the steps"

"Good information, you make working with rules fun."

"Great background in rule-making."

"Excellent class. Great learning tools on rule writing."

"Best government instructor I've had."

"Most interesting state training I've every attended."

"I dreaded the course fearing dry and too deep. John brought life to a potentially horrific class!"

"The idea scares me to death, but now I think I could at least attempt a try at it. Thank you."

"I understand the process much better and wish I had had this class a year ago. I think it was great and very helpful."

"The balance was very good. The exercises were great and necessary."

"Valuable information on style and language."

"A very good overall look as to how rules are looked at and written."

"Understand the difference between statutes and rules and why administrative rules are written."

"The best part was understanding the whole process."

"Even though I've written rules for a few years, this class was very helpful."

"I now have a sense of direction for the project ahead."

"A real life run through of the process with comments about what it means and how it works."

"I thought this was the most interesting educational session I have taken since working with the state."

"John took a tough subject and make it interesting and held our attention."

"Course was comprehensive. Included discussion, examples, and exercises. Materials are outstanding and John was very knowledgeable."

"John makes technical stuff seem fun!"

"I felt the material was very well presented in a format that worked well. Frankly much better than I anticipated."

"I now have a knowledge of resources to use when working on rules."

"Very detailed materials for reference and thorough discussion of pertinent concerns in the process."

"The hands-on exercises with follow-up of sample responses were great."

"I was able to see the basic start of finish process of a rule and the many facets it entails."

"I appreciated the discussion on how to handle proposed rule comments."

"I appreciated the comfortable atmosphere with different stimuli and activities to keep our attention on sometimes difficult material."

"I feel I have a much better understanding of the rule-making process."

"For a very highly dreaded topic, this was really as interesting as possible. I have a lot more respect for the people who can do this well."

"Very helpful tools to go back and reference when it comes time to write/revise rules."

"Open discussion among all participants really facilitated learning. John Moore is an outstanding instructor. He knows when to get us back on track but really allowed us to share ideas."

- "I increased my confidence in my ability to complete the ARM process and to assist staff with the process. This class provided reference material to use when I get to doing the rules. Thank you!"
- "This should be a required course for every administrator, director, bureau chief in State government."
- "I appreciated the framework and reference to help shape the things I had done previously (e.g. Oh! Aha! That's why).
- "Good oversight, lots of details and examples, helpful activities to apply what we learned. I feel more confident about a previously 'daunting' task."

DELICATE BALANCE: PRIVACY AND THE RIGHT TO KNOW

June 29 Missoula

8:30 a.m. to 4:30 p.m.

Investment is \$118 (discounts for multiple attendees from one organization)

6.5 CLE Credits

Agencies try to balance the public's right to know against the individual's right to privacy, yet these two rights have come into conflict on more than one occasion for government managers. This seminar addresses that problem and explores the manager's responsibility regarding public records and public meetings.

Participants' comments about "Delicate Balance: Privacy and the Right to Know"

- "Best seminar I've been to in 18 years; excellent material and good class participation."
- "Instructor was extremely knowledgeable about topic with supporting documents. A good primer on privacy considerations."
- "A good discussion of the issues and the foundations for decision making."
- "Specific statutes, cases, opinions which can be relied on for direction."
- "Knowledge of state law and statutes; allowing me to better address these issues in the future."
- "I have a much better understanding of how to balance the two issues with plenty of references for advice and direction."
- "I would highly recommend this course to organizations dealing with school-related issues."
- "Lots of tools and learning."
- "There were a great variety of issues and examples presented, provoking thought and good discussion."
- "Principles clearly defined with case examples to support principles."
- "Good discussions – brought out lots of issues and were food for thought."
- "Balancing test – right to privacy vs. demand for disclosure."
- "I have a better understand of Montana law and obligation to disclose documents and hold open meetings."
- "Exercises were good and forced us to think about the issues presented. These helped us apply the law we studied during the day. Lots of group involvement was interesting. People came from a variety of backgrounds which made for some different viewpoints."
- "Specific knowledge that has direct application to things I am currently working on."
- "Great information. I have several ideas that I can take back to my office and use."
- "Enjoyed the entire class. One of the best training sessions I have taken as a state employee. Very beneficial for all those dealing with personnel files and issues."
- "The course helped provide a basis for applying balancing."
- "Really an outstanding overview of a very murky subject."
- "John consistently does a good job with challenging subjects."

"Good course – thought provoking. Thank you."
"Best speaker and course I've attended that's been put on by the state."
"Examples of case histories were very useful for understanding material presented."
"Real life examples of how courts have applied the balancing test."
"Excellent presenter, extremely knowledgeable."
"Definition of what is or is not a public meeting and public record."
"Excellent information."
"Very well done. I have a clearer understanding of the issues. Good practical application information."
"Great examples and subject matter."
"This course was much needed, clear, and should be presented to all people who work in government positions."
"Very informational. I appreciated not only the information, but also the case law behind it."
"Addresses specific problems of state employees."
"This class was very informative and relevant to the issues I deal with routinely."
"I will recommend this course to our attorneys and record keeping personnel."
"Applicable knowledge to actually use in the day-to-day work environment."
"I have a better understanding of the balancing test and now know more about circumstances for closing meetings."
"This class was very good. I learned a lot about privacy and am glad I was able to attend."
"The open discussion facilitated my awareness and knowledge of privacy and confidential rights."
"Our agency does not have a policy in place for public to request information. This class has helped in crafting this policy and guidelines."

MONTANA'S WRONGFUL DISCHARGE ACT

June 30

Missoula

8:30 a.m. – noon

Investment is \$90 (discounts for multiple attendees from one organization)

Available for 3.0 CLE credits

The Montana Legislature uniquely addressed a major area of law -- it passed the Wrongful Discharge from Employment Act. The Act balances the rights of employers with protection for employees. It imposes important responsibilities on both parties. This course is appropriate for anyone who wants to learn about the Montana statutes and important case law interpreting them.

Participants' comments about "Montana's Wrongful Discharge Act"

"I have a better understanding of the wrongful discharge and laws and how they apply in which cases."
"Excellent reference to case law which helped me understand the act better."
"Working through the cases in the small groups was great to gain other's perspectives."
"The review of current cases law and case studies was great."
"Concrete examples of case law, applied to real life situations was helpful."
"The course materials provided a valuable synopsis of the various case holdings and distinctions made."